



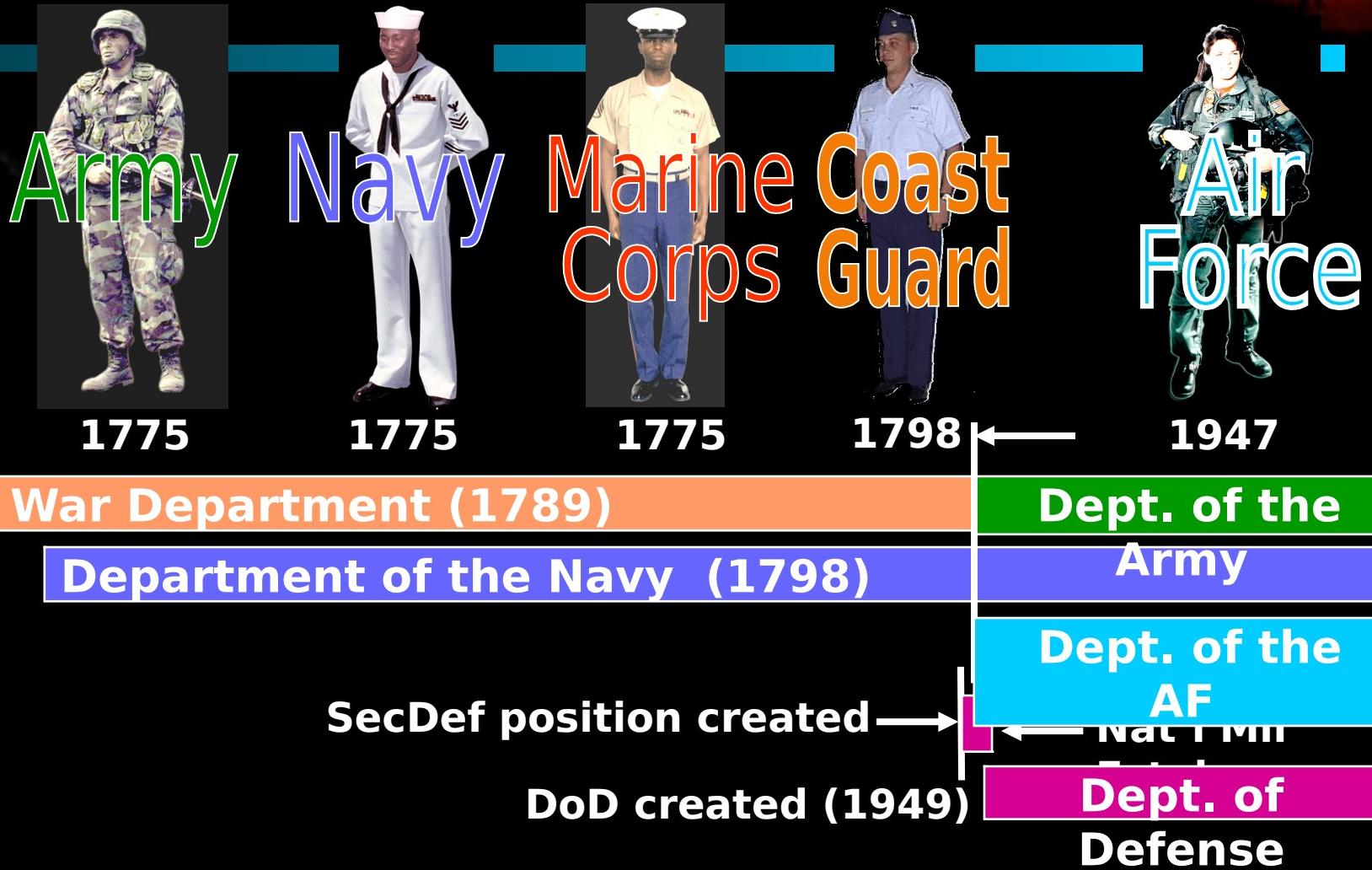
**Welcome to the
Department of Defense**

We are America's ...

- **Oldest company**
- **Largest company**
- **Busiest company**
- **Most successful company**



How we evolved



America's oldest

5.3 million strong

- **1.4 million active duty**
- **654,000 civilians**
- **1.2 million Guard and Reserve**
- **2.0 million retirees & families receiving benefits**



America's largest

Our global infrastructure

- Operates from more than 6,000 locations
- Using more than 30 million acres
- More than 600,000 buildings and structures



Worldwide presence

- More than 146 countries
- Some 473,881 personnel overseas or afloat



America's largest

In comparison ...

Budget/

Company

Employees*

Revenue*

DoD \$371 billion
2,036,000

Wal-Mart 227 billion
1,383,000

ExxonMobil 200 billion
America's largest
97,900

We hire the best

Forces Work

Force*

High school diplomas

79%

Masters degrees

95%

5.6%

4.9%



Most successful

We instill values

- Duty
- Integrity
- Ethics
- Honor
- Courage
- Loyalty

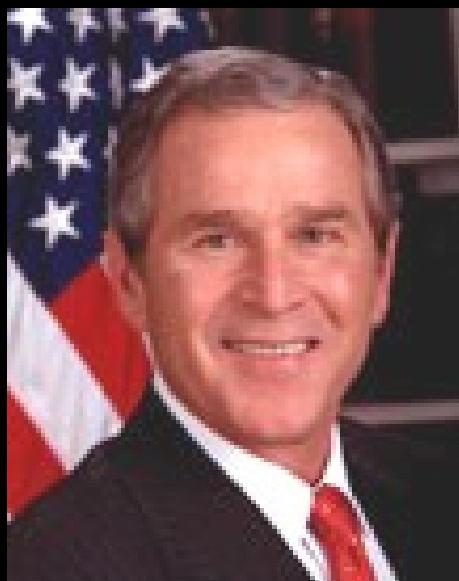


Core Values

Most successful

Who we work for

- Chief Executive Officer



The President of the United

Who we work for

- Board of directors



The United States

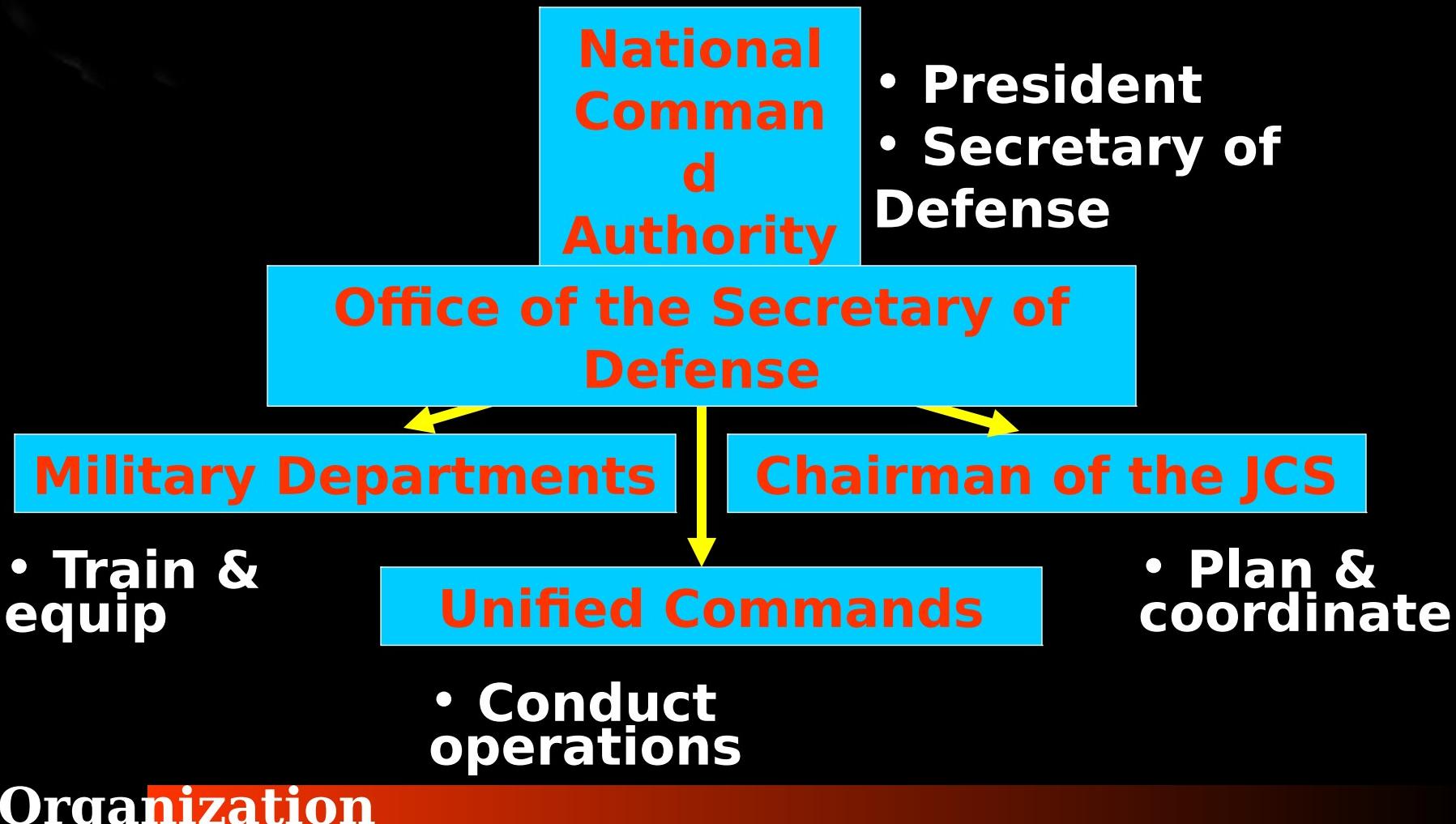
Who we work for

- Stockholders



The American people

How we're organized

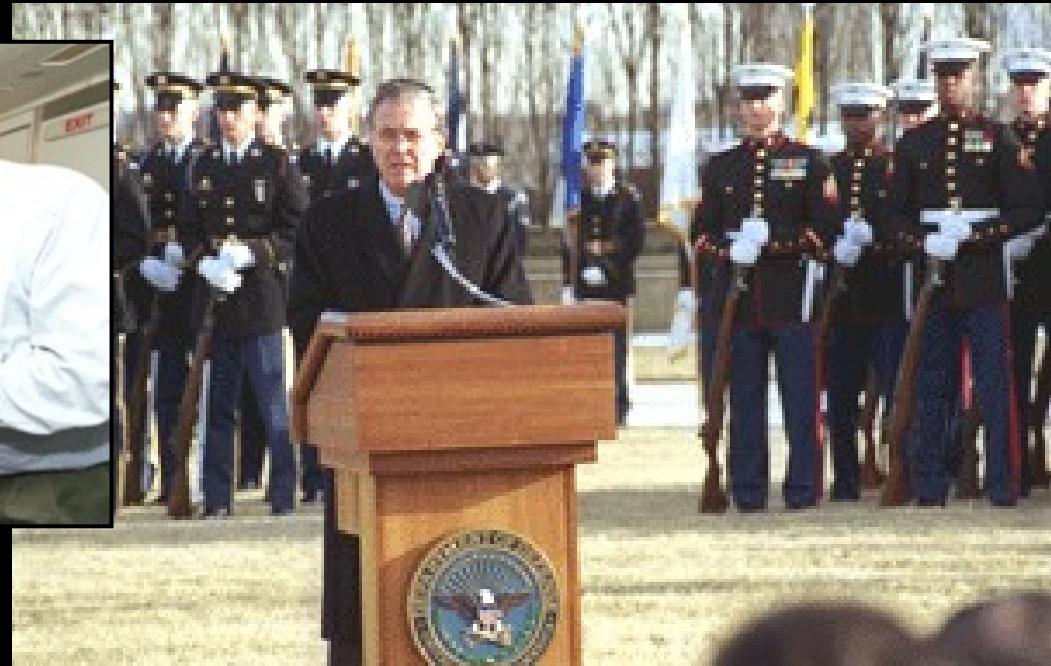


Office of the Secretary of Defense

Military Department

Unified Commands

Office of the Secretary of Defense



Oversight

Office of the Secretary of Defense

Military Department

Unified Commands

Office of the Secretary of Defense

Ideas



Money



People



Things



Oversight

Policy

- **Formulates national security/defense policy**
- **Integrates DoD policy and plans to achieve security objectives**



Finance

- Budget and fiscal matters
- Program analysis and evaluation
- Management improvement



Money



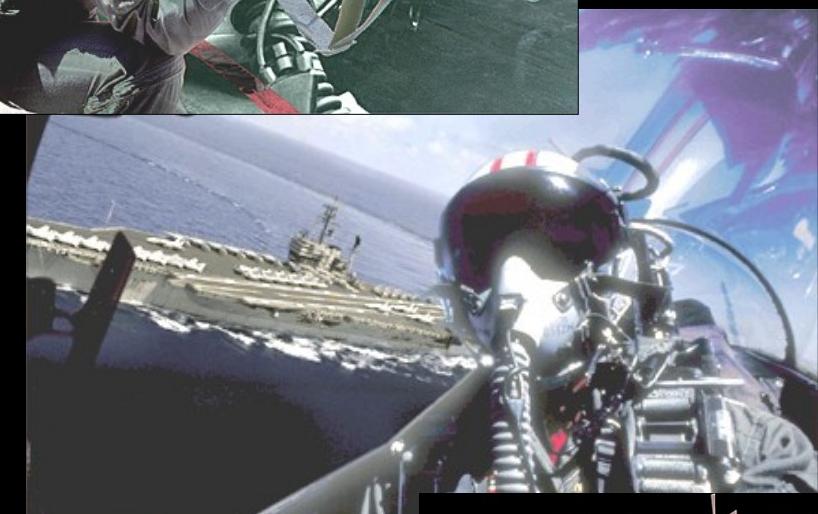
Force readiness

- Personnel management
- National Guard & Reserve
- Military readiness
- Equal opportunity, morale, welfare, quality of life



Purchasing

- **Researching, testing, buying, producing and building**
- **Advising on new technology**
- **Insuring environmental compliance**
- **Guiding Departmental use of atomic energy**



Things

Military
Departments

Office of the Secretary of
Defense

Chairman of the Joint Chiefs of Staff

Unified Commands

Services train and equip

Department of
Defense

Department of
Transportation

Military Departments

U.S. Army

U.S. Air
Force

U.S. Navy

U.S. Marine
Corps

U.S. Coast
Guard



Army

- **Defend U.S. territory and any occupied areas**
- **Overcome any aggressor that imperils our nation's peace and security**



Department of the

Navy

- **Maintain, train and equip combat-ready Naval forces capable of winning wars, deterring aggression and maintaining freedom of the seas**



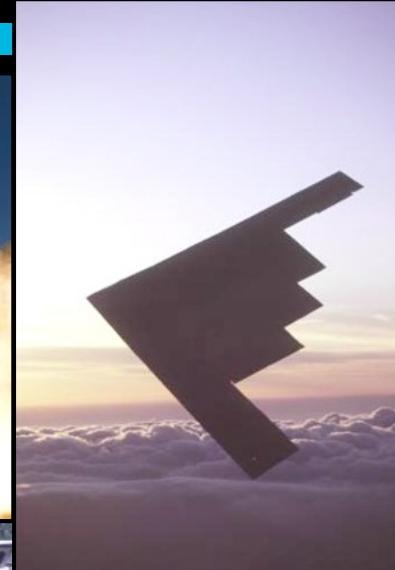
Marine Corps

- **Maintain ready expeditionary forces**
- **Sea-based, integrated air-ground units for contingency and combat operations**
- **Stabilize or contain international disturbances**



Air Force

- Defend the U.S. through control and exploitation of air and space



Coast Guard

- **Provide law and maritime safety enforcement, marine and environmental protection, and military naval support**



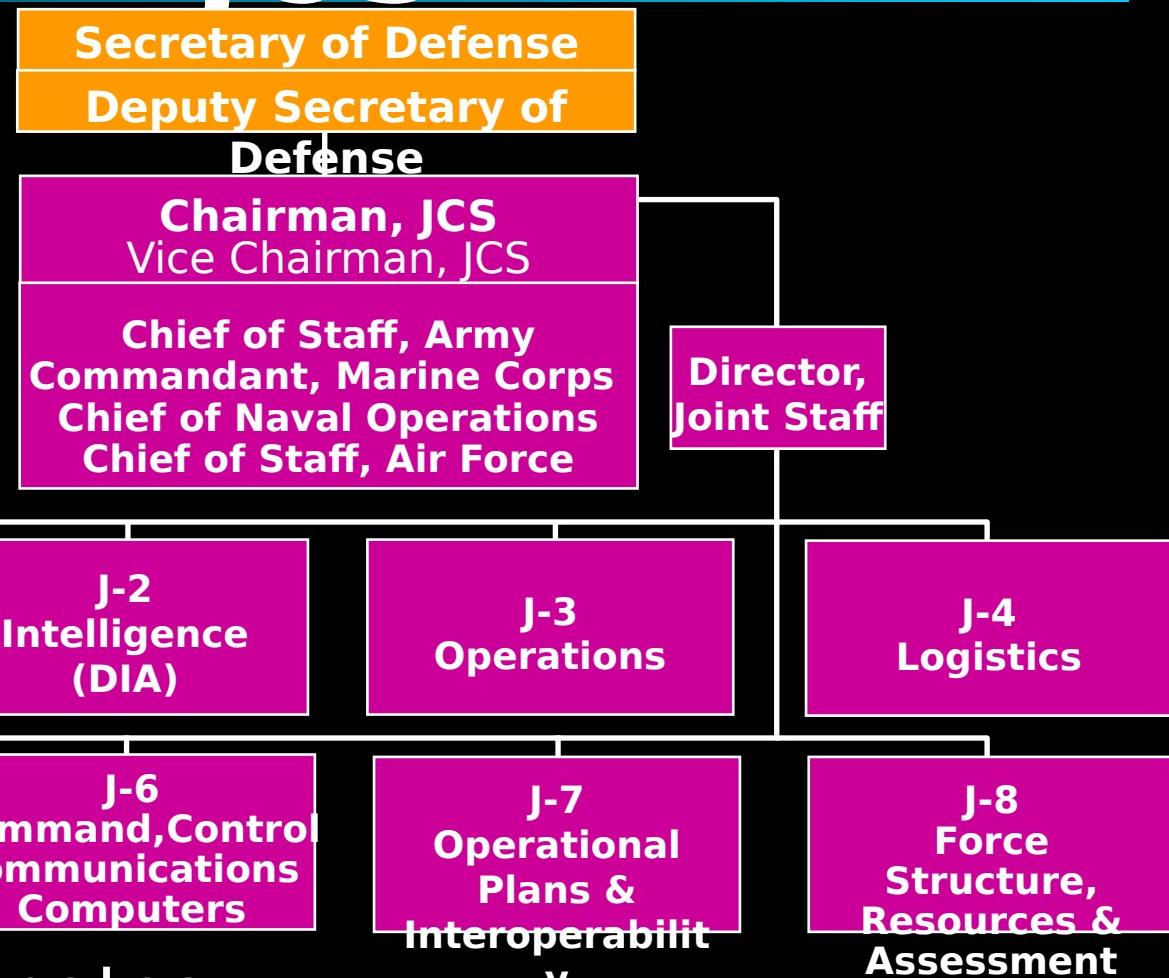
Guard & Reserve

- Wartime military support
- Humanitarian
- Peacekeeping
- Homeland Security



Military Departments
Office of the Secretary of Defense
Unified Commands

Office of the Chairman, JCS



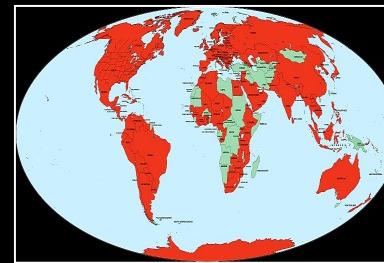
Plans and coordinates

Office of the Secretary of
Defense

Military Departments

Unified Commands

Office of the Chairman, JCS

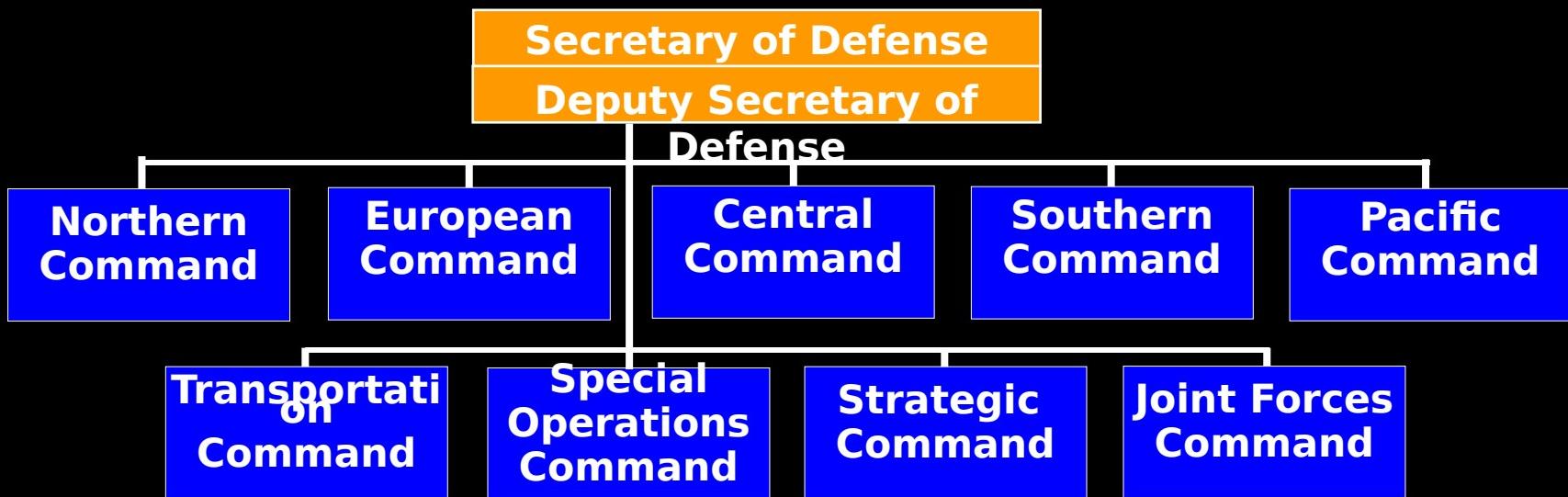


National Military Command Center

Plans and coordinates

Unified Commands

- Direct link to President & Secretary of Defense
- 5 Commands have geographic responsibility
- 4 Commands have worldwide responsibility

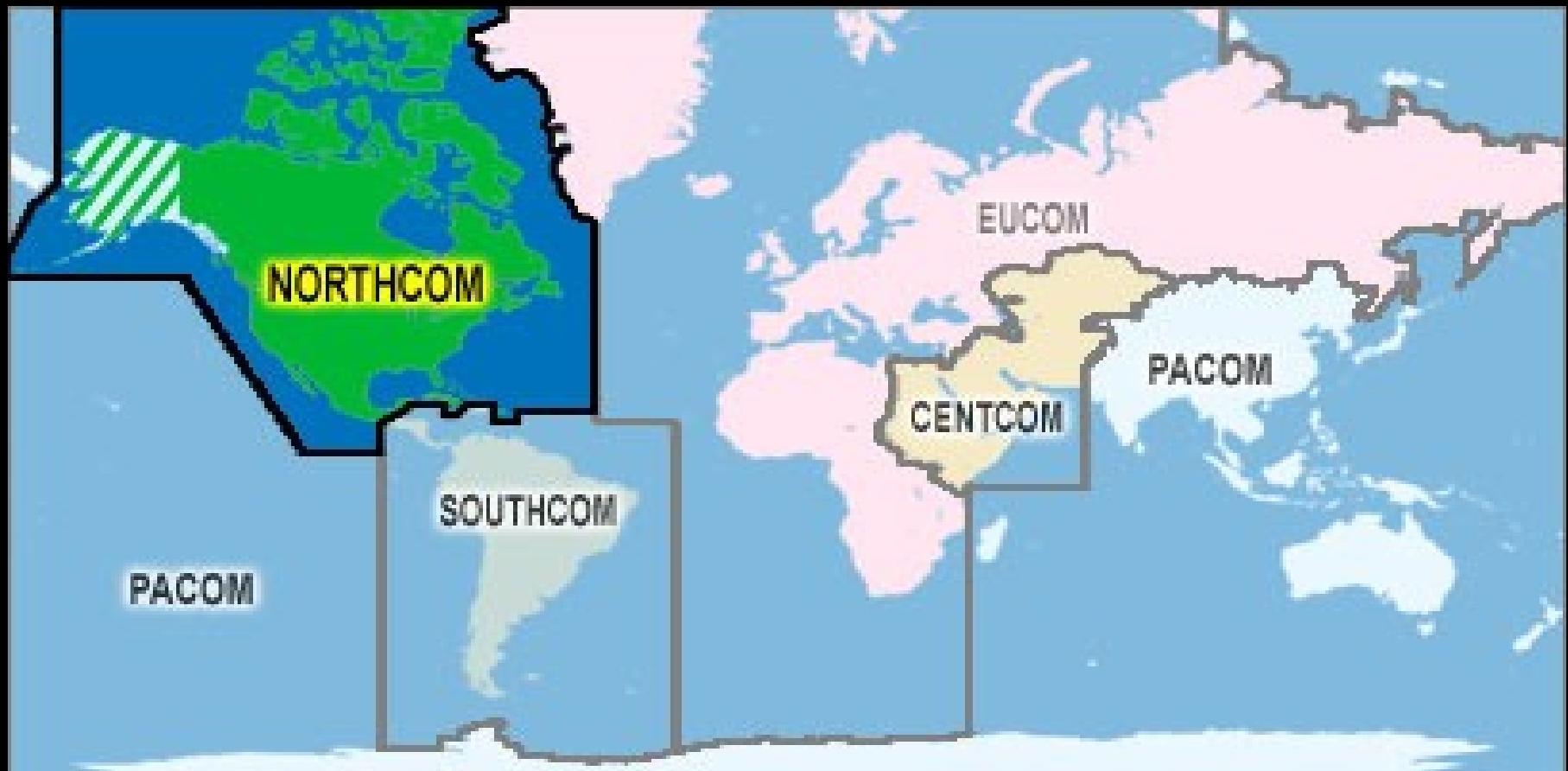


European Command



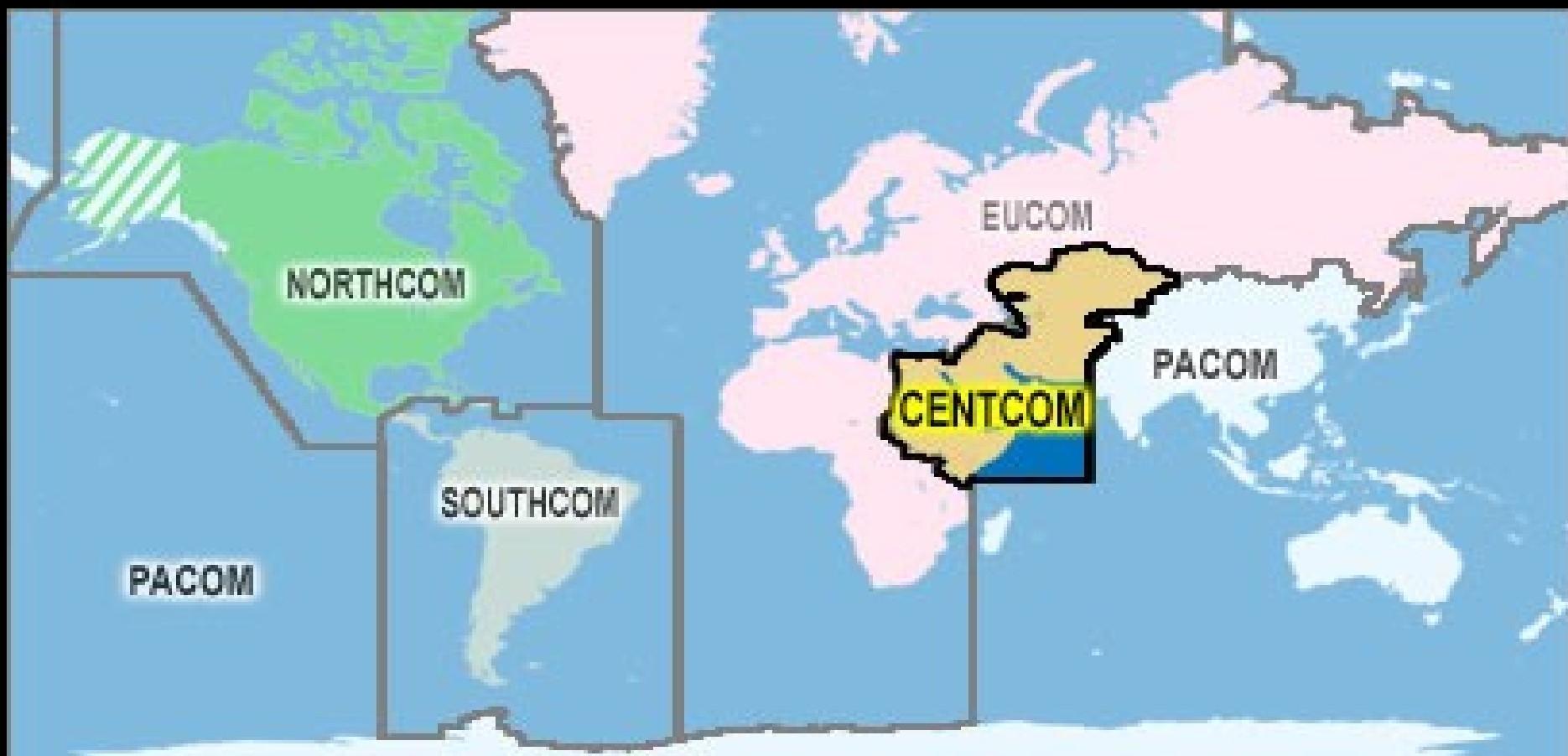
Geographical

Northern Command



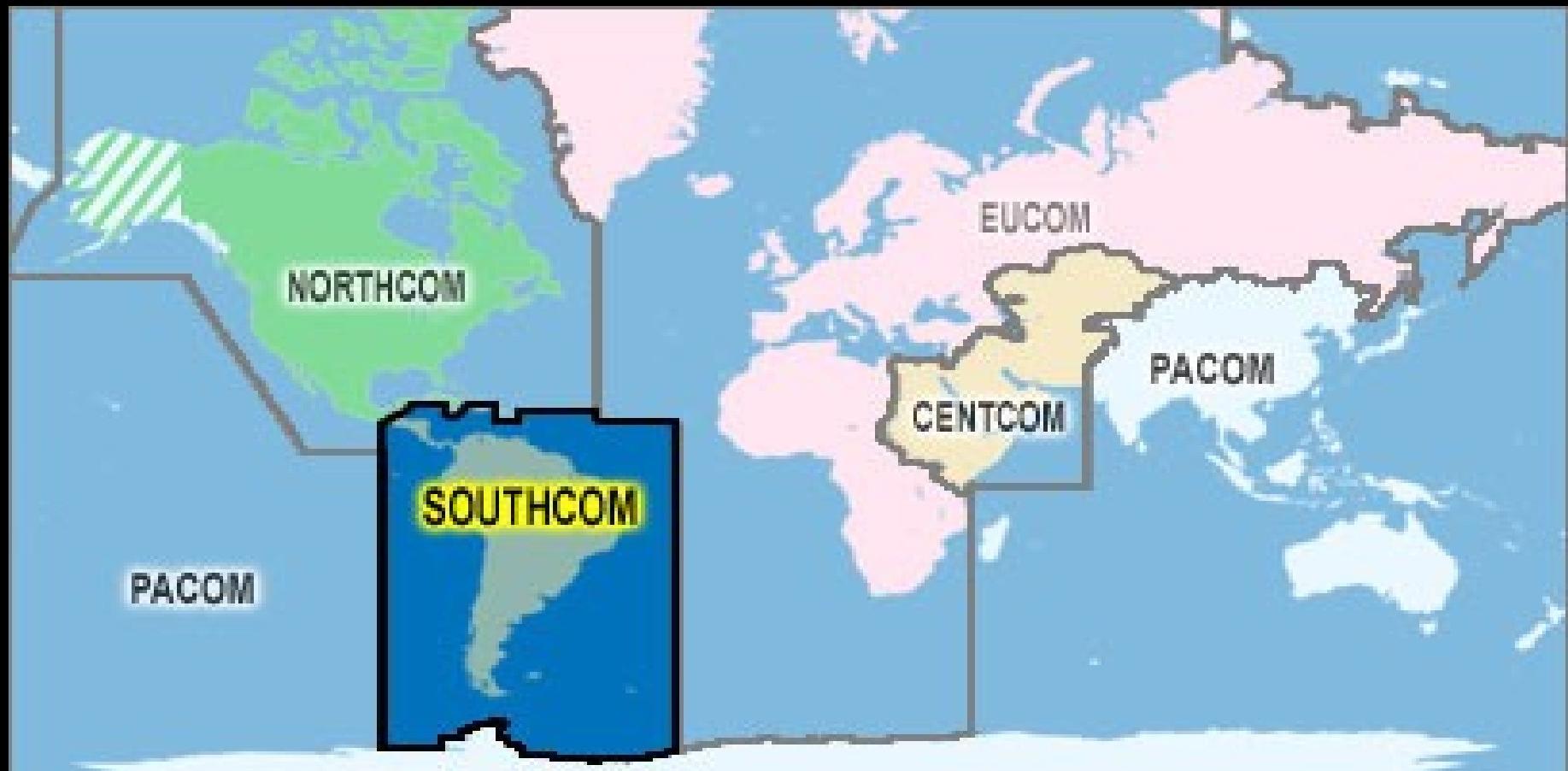
Geographical

Central Command



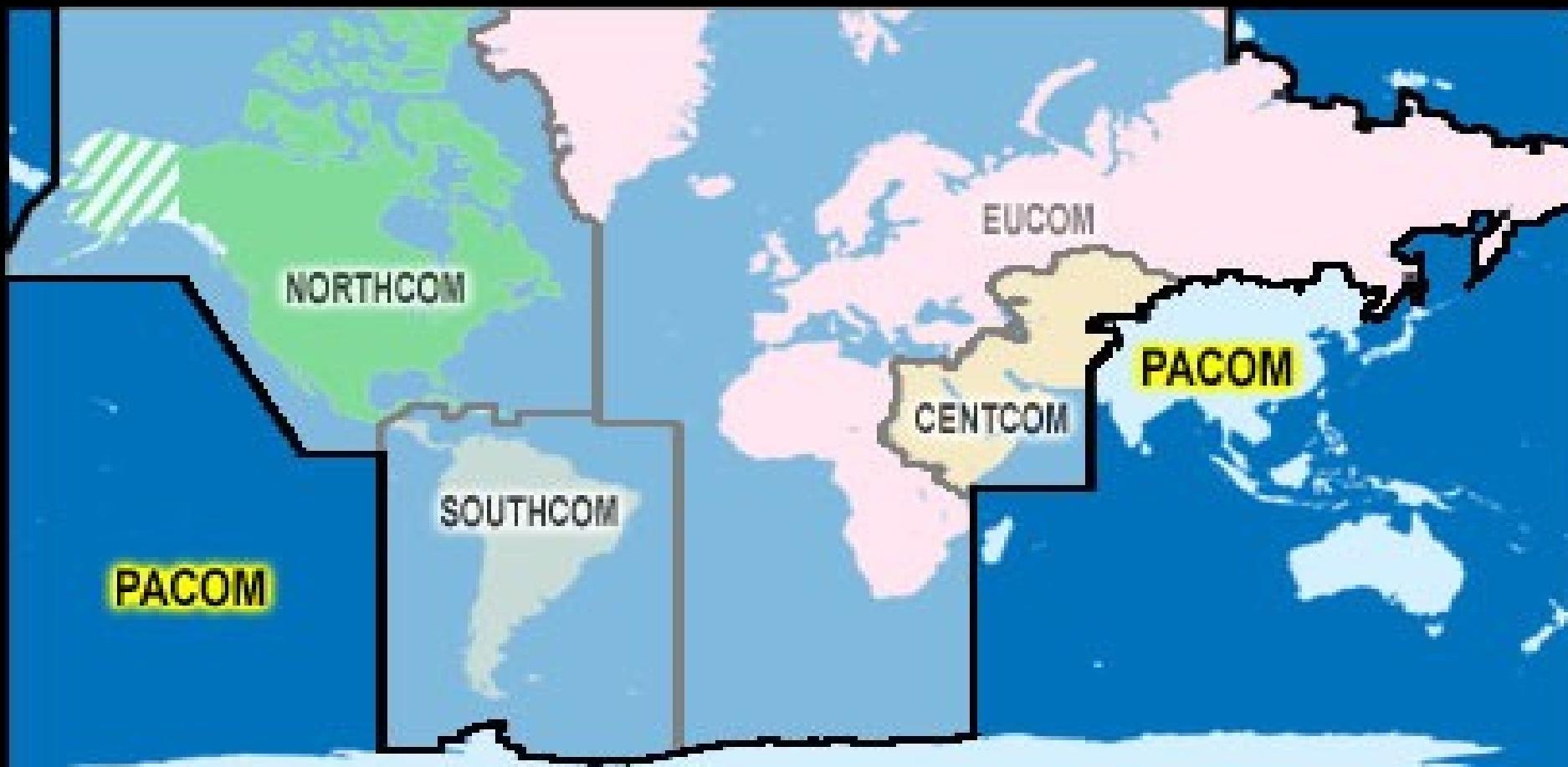
Geographical

Southern Command



Geographical

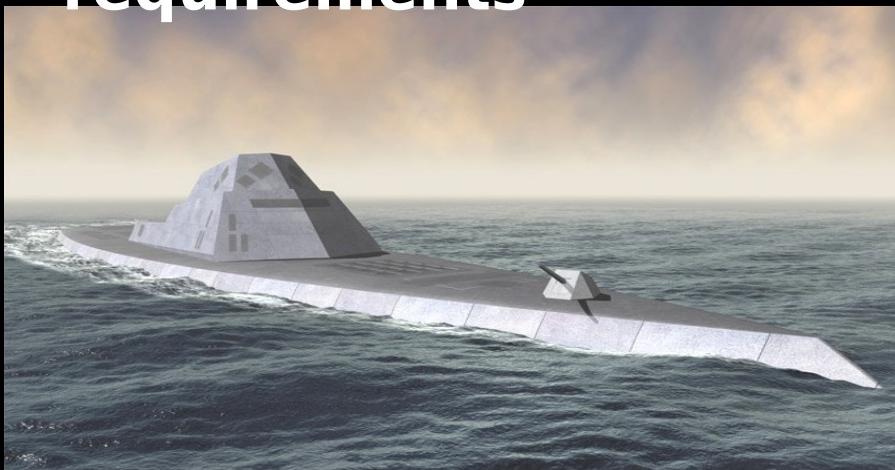
Pacific Command



Geographical

Joint Forces Command

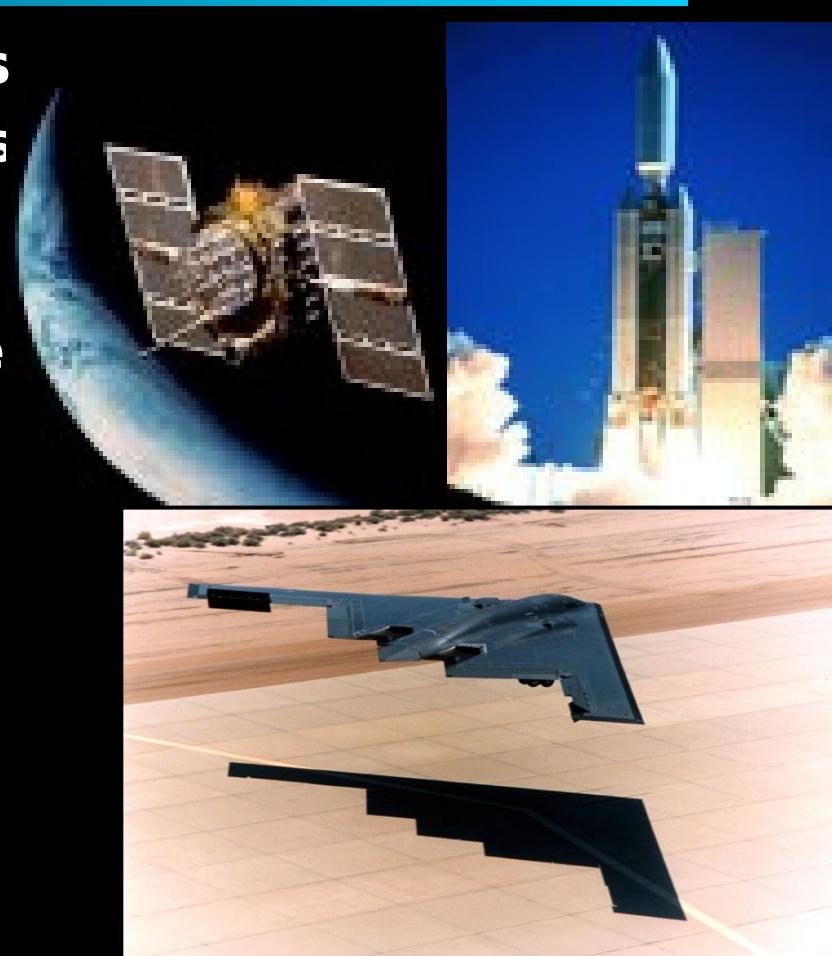
- Transformation laboratory
- Develop joint warfighting strategy and capabilities
- Define and test joint warfighting concepts and requirements



Worldwide

Strategic Command

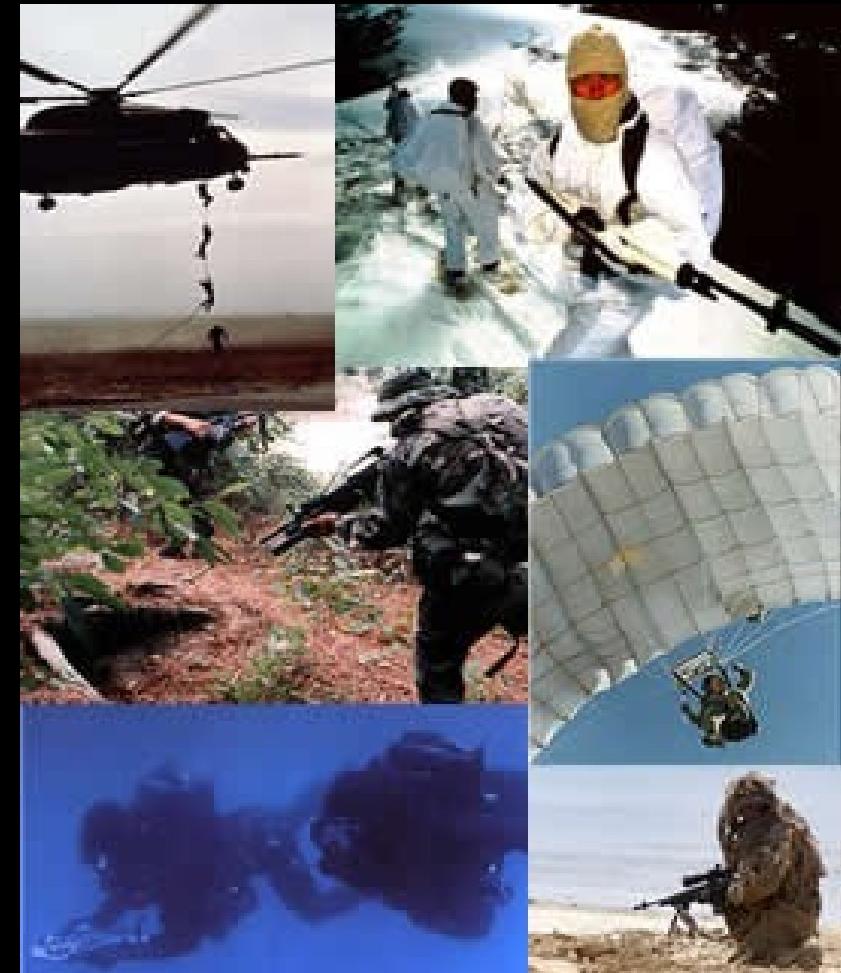
- Deter attacks on U.S. and allies
- Control strategic nuclear forces
- Operate communications, weather, navigation, ballistic missile attack warning satellite
- Assure U.S. space access and deny the enemy same
- Should deterrence fail, employ forces to achieve national objectives



Worldwide

Special Operations Command

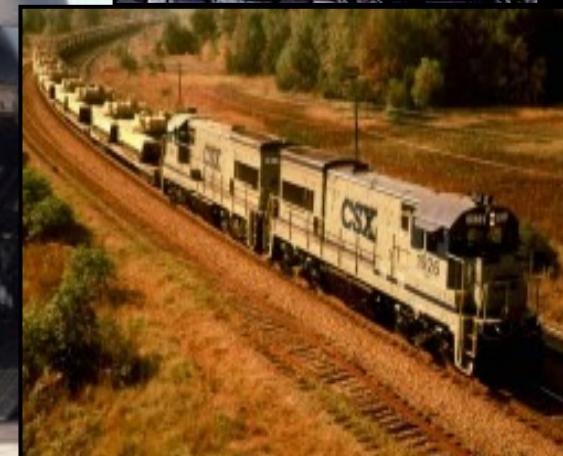
- **Provide counter-paramilitary, counter-narcotics, guerilla, psychological warfare, civil education, and insurgency capability in support of U.S. national and international interests**



Worldwide

Transportation Command

- Provide air, land, and sea transportation for the Department of Defense in times of peace and war



Worldwide

September 11, 2001: Day of Terror

"Today, our fellow citizens, our way of life, our very freedom came under attack in a series of deliberate and deadly terrorist acts. The victims were in airplanes, or in their offices; secretaries, businessmen and women, military and federal workers; moms and dads, friends and neighbors. Thousands of lives were suddenly ended by evil, despicable acts of terror."



President George W. Bush

Defend America

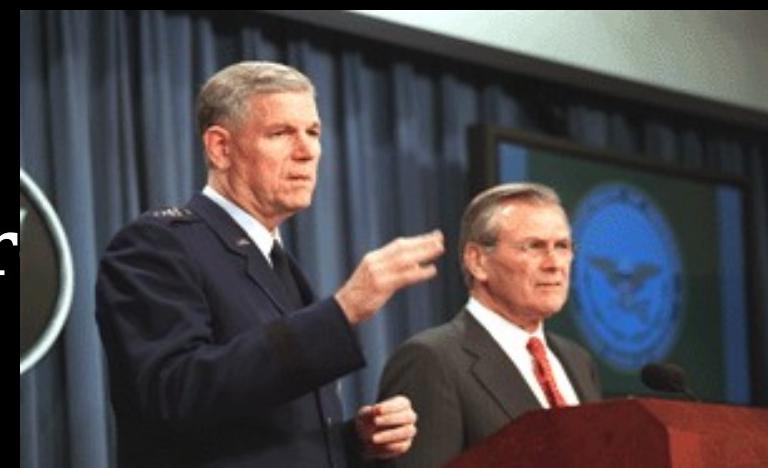
Operation Enduring Freedom

“As the men and women of America's armed forces, you are the sharp sword of freedom. You fight without pause and complaint on foreign shores in dangerous skies.”



War on Terrorism

- Communicate that supporting terrorism carries a steep price
- Acquire intelligence
- Develop friendly relationships
- Eliminate terror operations
- Deny enemy access to offensive systems
- Provide humanitarian relief

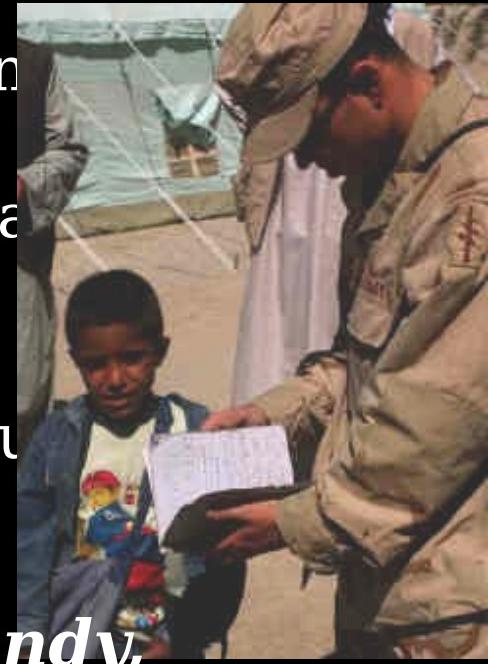


Progress in Afghanistan

- The Taliban regime is out; the al-Qaeda senior leadership is in disarray
- 49 schools rebuilt; 30,000 boys and girls back in school
- First Little League baseball game held
- 500,000 metric tons of food delivered, enough to feed



"You'd think kids would ask for candy, but they want school supplies." - Sgt. Lenice Redmon, 369th Signal Battalion, Fort Gordon, GA



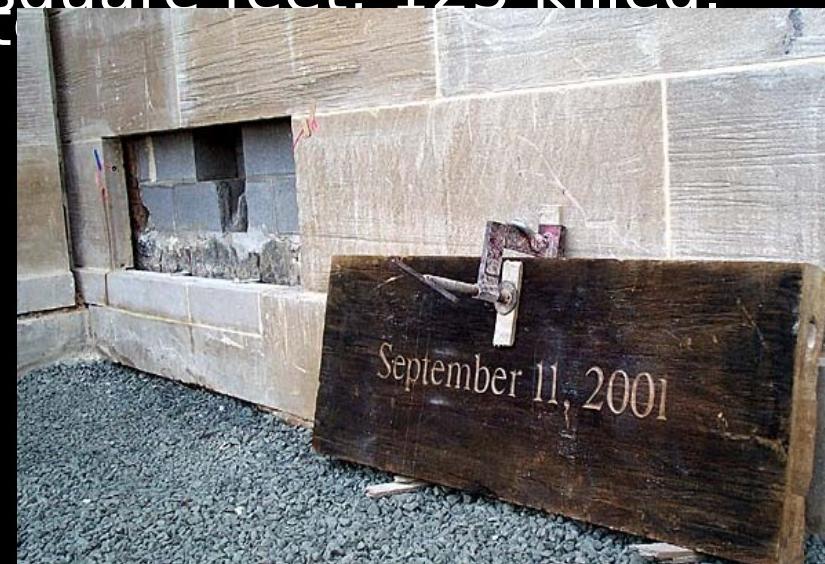
Homeland Security

- Traditional military missions; combat air patrols, maritime defense
 - Emergency response to the aftermath of attacks and natural disasters
 - Special event security
- Defend America



The Phoenix Project

- **September 11, 2001:** Flight 77 crashes into Pentagon at 9:37 a.m. damaging the C, D, and E Rings of Corridors 4 and 5; approximately 400,000 square feet: 125 killed.
- **June 11, 2002:** Discolored limestone block from west wall impact site covers dedication capsule.
- **September 11, 2002:** E-ring point of impact spaces reoccupied
- **Spring 2003:** Full restoration.



What we do

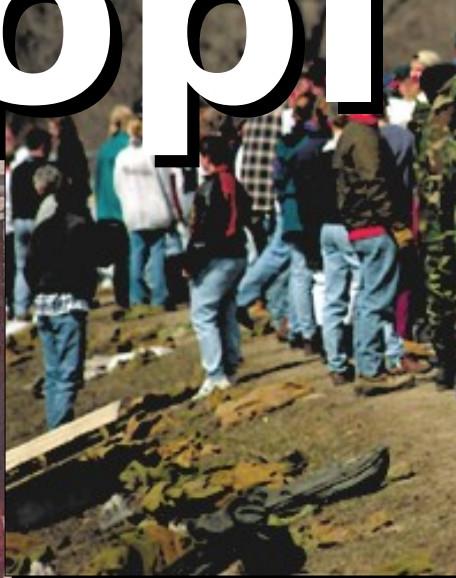
- Warfighting
- Humanitarian
- Peacekeeping
- Evacuation
- Homeland Security



Our most important resource

- It's not tanks, planes or ships, it's ...

people



Our bottom line

- Provide the military forces needed to deter war
- Protect the security of the United States





The Department of Defense